

Subject

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

Intelligence Community Staff

IC 76-2429

18 November 1976

MEMORANDUM FOR: Mr. Carl Norton
Deputy Director for Resources
and Support/Comptroller, DIA

STATINTL FROM :
Production Assessment and Improvement
Division, OPEI/ICS

SUBJECT : Initial Data Needs for ICS Review of
DIA Manpower Needs

1. The list of initial documentation and data needs for the Intelligence Community Staff's review and validation of the DIA manpower audit (Tab A) was provided informally to Vice Admiral Inman last week. The attachment at Tab B provides a more detailed definition of these data needs and how the data might be arrayed.

2. As we agreed in our discussion on 15 November, we should proceed to gather and array this supporting data. I suggest that we meet with you and your staff at DIA at 0900 on 23 November to discuss these data needs in further detail. To accomplish our review in time for it to be useful, these data arrays must be made available no later than 23 December, with individual portions provided as they are ready. Please advise me as to whether the meeting on 23 November is convenient.

3. Thank you for your support.

STATINTL

Attachments
As Stated



DIA review(s) completed

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10 November 1976

INITIAL DATA NEEDS FOR IC STAFF REVIEW
OF DIA MANPOWER NEEDS

As a first step in the review of DIA manpower needs, additional documentation and data are required by the IC Staff to supplement the DIA manpower audit report that has been provided. Our needs as they are currently perceived include:

- An up-to-date JTD annotated to show more precisely what is done in each element and to include summary data on military/civilian mix, professional/clerical ratios, grade structure, etc.;
- Organizational charts and data for each element of DIA to show trends over the last few years regarding reductions that have been absorbed;
- Documentation of trends during the same period in number and type of functions and tasking;
- Up-to-date DIAM 49-1, annotated as necessary to provide full definition of DIA's missions and functions and those of each organizational element and how it contributes to Agency's performance and missions;
- Full definition of DIA functions and missions which are unique, essential to the Department (including operational commanders, and provided in support of the Intelligence Community generally;
- Up-to-date copy of DIAR 49-6 annotated as required;
- DOD Directive 5105.21 as well as the most recent draft of its revision;
- Listing of products/services provided by each DIA element derived from RIP, STIR, and supplemented from Directorate production management records;

- Manhour Accounting and Reporting System (MARS) printouts, structured and arrayed to develop for DB (formerly DI) an appreciation of products/sources, consumers, overtime;

- Tailored printouts from ICDP/DISCAS files to display age, seniority, range of experience, and qualifications of the civilian workforce;

- ~~- Copies of the management improvement studies done within DIA; and~~

per agreement

- ~~- A summary inventory of critical comments from Congress that have been made or can be anticipated.~~

These data needs will be discussed with DIA regarding data formats and scheduling. Additional data needs and the need for critical problem papers will be defined as they develop.

TAB B
19 November 1976

EXPANDED DEFINITION OF INITIAL DATA NEEDS FOR
IC STAFF REVIEW OF DIA MANPOWER

1. Approach

Our approach will involve a detailed analysis of the interrelationships among:

- missions and functions;
- consumers;
- products and services;
- manning and organization.

In meeting our data requests, DIA should array the data so that these interrelationships will be easily tracked, using the individual JTDNR's and branches as the basic units of analysis. Some suggestions are made below as to how the data might be structured. However, the various types of data sought and how they will be arrayed will be the subject of discussions with the DIA personnel who will be providing the data.

II. Data Needs

A. Missions and Functions

DIA will be asked to provide:

- definition of DIA's national, departmental, and Community mission and functions, citing pertinent DOD directives and other official documents (NSCID/DSCIDs);
- definition of the missions and functions of each DIA element (down to branch and section), description of how they relate to the Agency's mission/functions and to one another;

- identification of missions and functions for which DIA is the sole executor and those which it shares with other elements of the Community;
- in the cases of shared missions and functions, justification of the duplication or explanation of how they are complementary.

B. Consumers

For each mission and function (for DIA as a whole and for each of its elements) DIA will be asked to identify the national and departmental consumers that are supported by the missions and functions.

It is suggested that DIA provide a matrix for each of its organizational elements and for the Agency in which missions/functions are arrayed against consumers.

C. Products and Services

The products and services of each organizational element should be clearly related to its missions/functions and its consumers.

Therefore, it is suggested that a series of matrices be provided:

- for each branch, a matrix of its missions/functions arrayed against its products and/or services; and,
- for each branch, a matrix of its products and/or services arrayed against its consumers.

D. Joint Table of Distribution

A copy of the Joint Table of Distribution (JTD), annotated to correspond to the manning levels at the time of the DIA audit, will be required.

In addition, summary data based on the JTD will be requested for each directorate, division, and branch (section) showing:

- military/civilian mix;
- professional/clerical ratio (military, civilian, and total);

- grade structure (average grade?); and,
- management/support ratio.

E. Manhour Accounting and Reporting System (MARS)

Although the MARS is limited to DB at present, analysis of its data will reveal important patterns in tasking, production, and workload. Therefore, it is requested that various printouts of charged manhours be provided for each branch:

o by product, to include:

- title of product;
- type of product;
 - written/briefing
 - scheduled/unscheduled
 - current, basic, estimative, interagency
- requester of product;
- data base maintenance;
 - OBs
 - AIF
 - other data bases

o summary data by branch:

- military/civilian
- management
- clerical support
- overtime
- training, TDY, etc.

o by product, to show branches that collaborate/interact.

F. Defense Intelligence Production Schedule (DIPS)

Failures to meet production schedules for in-house products are a possible indicator of manpower shortages. Therefore, it is requested that delays and cancellations in the DIPS be arrayed for each branch of DIA, to include the following data:

- titles of delayed and cancelled products;
- if delayed, the length of the delay;
- reason(s) for delay;
- importance of the product; and,
- impact of the lack of the product on its users.

In addition, summary data on slippages in schedules for divisions and directorates are requested.

G. S&T Intelligence in DT

Defense S&T intelligence has been alleged in the past to be an area of duplication between DIA/DT and the Service production agencies. In addition, DIA/DT consists of organizations and staff that perform two general types of S&T intelligence functions--in-house substantive production and technical direction of Service production. DIA/DT has also expressed the intention of doing an increased amount of in-house integrative analysis. In this review, clarification is sought of the actual missions and functions of DIA/DT.

The following types of data arrays are requested:

- data arrays, by JTDNR within each branch (and summary data for each branch and division of DT), which provide an accounting for CY 1976 (to date) of effort (manhours or percentage) expended on in-house substantive production, technical direction of Service production, external assistance contract monitoring, and other functions. The in-house production data should be broken out as follows:

- country
- scheduled or unscheduled
- current, basic, estimative, or
interagency

- title listings of the CY 1976 in-house products and Service products that are managed by DT associated to the responsible JTDNR (by branch). The in-house product listing should be organized into scheduled and unscheduled products. The listings of Service products managed should identify the production agency.

- title listing by branch of the in-house substantive products scheduled for CY 1977 and their completion dates, to include any tasking of Service production agencies anticipated to support in-house production.

- breakout of national estimative and interagency intelligence products in which DT personnel have participated in CY 1976, an estimate of manhours expended on each by branch of DT, and the chapters, sections, annexes produced.

H. Defense Attache System (DAS)

Examination of DAS should focus on its contribution to Defense intelligence in terms of the quantity, quality, and usefulness of its intelligence reporting.

- From IRISA data base obtain a printout for CY 1976 of Intelligence Information Reports (IIR) from each DAO, sorted in IIR number sequence. Printout should include all data available in the data base. Copies of every fifth IIR from each DAO should also be provided.

- From HIMS data base, a printout of Intelligence Collection Requirements (ICR) levied on each DAO for CY 1976, and summary statistics regarding ICR satisfaction.

- Summary data, based on the DOD Form 1480, which evaluates the IIRs from each DAO.

I. Estimative and Interagency Production

Documentation is needed on the scope and level of participation in national estimative and interagency reporting by DIA/DE, other elements of DIA, and the Services, to include measures of the number of manhours charged to such production efforts. The objectives of this analysis are inter alia to:

- document the workload imposed on Defense intelligence by these efforts; and
- demonstrate the widespread participation by DIA and the Services in these efforts.

J. ICDP/DISCAS

Printouts and data summaries by DIA branch will be requested from the ICDP/DISCAS files. Anticipated data needs are:

- age/grade matrix;
- grade/level of education matrix;
- years of experience/grade matrix; and
- sort by JTDNR of the above parameters plus types of intelligence expertise.

The same data sorts are also requested by division, directorate, and agency.